

**Community Development Department Performance Audit Recommendations
Status Form**

Performance Audit Implementation Status

Date July 29, 2002

	Recommendation	Policy Admin Recc.	or Underway	Complete	On schedule	Status
	AREA 1: Technology					
7.13	Continue to solve department computer tracking problems	a			Yes	County Administrator directs staff to proceed. Tidemark education underway. Conversion scheduled for 2002, planning underway, new relationship between OBIS and DCD developed, timekeeping for OBIS initiated, DCD staff have bi-weekly work plans, IVR RFP developed but delayed due to conversion, GIS investigating link to Permit Plan in 2002, tracking reports written for Development Services, new wetlands case and inspections case under development, conditional automatic fees implemented where feasible, fee update underway..
7.14	Invest in technological advances for building division	a			Yes	Briefing paper to board in December proposing IVR as solution to building technology needs. RFP developed, put on hold because of proposed Permit Plan upgrade and suspicion that current version will not support IVR.
7.15	Continue website improvements	a				
	AREA 2: Fees					
8.6	Make cost accounting and monitoring fee related productivity a program manager responsibility	a				Complete
8.3	Improve cost accounting system to accurately track costs of processing applications	a				Complete
8.2	Increase customer involvement in annual review of cost of service fees	p				Complete
7.11	Work with Board and consumer groups to review building permits fees	p				Complete
8.1	Annually review development services fees and adjust fees as part of the budget development process	p				Complete
8.5	Consolidate fees where possible and use averages for establishing costs for minor applications	p				Complete
7.10	Support standardized building codes and fees	p				Complete
8.4	Use a trust fund deposit system for major projects in lieu of existing fee system	p				Complete
	AREA 3: Improvement of Customer Satisfaction					
5.4	Start a continuous improvement program administered by the Customer Service division	a			Yes	County Administrator approved completion report. Staff reassesses method and will propose changes in February. Same result will be achieved.
7.3	Set standards for building plan review quality and establish peer review spot check process to determine staffing needs	a			Yes	Administrator directs staff to implement.
5.1	Develop effective performance measures that relate directly to customer satisfaction with regard to clarity, timeliness, and appropriateness of fees	a			Yes	Complete.
7.1	Adopt and implement formalized standard for turnaround time of Building Plan review that is consistent with customer expectations	a			Yes	Administrator directs staff to implement.
5.5	Start Project Management Assessment for Long Range Planning work program	a				Complete.
	AREA 4: Role Definition					
6.8	Board and Department work together to define roles and goals in governing the operation.	p			No	Completion report at County Administrator for review.

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6.11	Appoint Audit Implementation Committee	p				The Board of Commissioners will act as the Audit Implementation Committee.
9.5	Encourage staff to provide professional advice to all task forces and advisory groups	p			No	Complete.
6.7	Reinforce functional chain of command	p			No	Complete.
9.3	Require all task forces, advisory groups and administrative review processes to be approved by the BOCC	p			No	Complete.
9.2	Start an administrative public review process to solicit customer input on proposed regulatory changes in lieu of forming a new task force or advisory group	p			No	Complete.
9.4	Annually sunset all task forces and advisory groups unless formally extended by the BOCC	p			No	Complete.
9.1	Reduce task forces and advisory groups to no more than 12 at any point in time.	p			No	Complete.
7.6	Require customers to request inspections through the established process	a				Complete.
	AREA 5: Employee Resources and Training					
5.3	Exit interviews for all employees leaving county service	a				Complete
6.13	Reclass 2 CD specialists as supervisors (i.e. leads) and closely monitor absenteeism and turnover	a			No	Approval to create leads received. Decision to wait until Customer Service Manager hired. Anticipate at least 6 month delay.
7.7	Hire permanent OA for building	p				Hire complete.
7.5	Increase building inspections staff by 1 FTE	p			No	New hires approved via the fee process. Calendar for hires developed throughout 2002.
6.4	Hold employees accountable for best practices cycle time standards and unanticipated service standards	a			Yes	Administrator authorizes staff to proceed. The project team will be the DCD expanded management team. Work will begin in August.
7.8	Increase training and equipment for building division	p			Yes	Consultant selected. Contract development underway. Anticipate start-up in February.
7.12	Set higher expectations in customer service in the Building Division by new philosophy, training, and measuring performance.	a			Yes	Administrator authorizes staff to proceed.
5.2	Merit salary increases subject to annual performance review	a				Complete.
6.9	Increase staff knowledge of the private sector	a			Yes	County Administrator authorizes staff to proceed with implementation as per the work program. Session #1 with RSV construction. Session #2 with Chris Helms held in June. Session #3 by Bank of Clark County scheduled for November. Session #4 profiles the role of title companies and was held in March. Session #5 will deal with schools and is scheduled for the second quarter.
	AREA 6: Development Process Improvement					
6.6	Reduce subdivision/plat map and engineering infrastructure review from 8 months to 6 months by instituting all hands meetings and more effectively using consulting engineers.	a				Complete.
6.3	Start an unanticipated service program	a				Completion report approved by Administrator. Staff places on hold.
7.2	Establish positive incentives for Building re-submittals returned in a timely manner	p				Completion report approved via Board work session.
6.1	Focus management attention on deemed fully complete process and provide customer choice to achieve a 30 day cycle time standard	p				Commissioners review current processes and timeframes in a work session. The Board concludes that improvements in existing processes satisfy the need to decrease the time in fully complete without major changes to ordinances and processes. The project is complete.
7.4	Track re-inspections at the input stage and reduce number of re-inspections through a multienforcement approach	p				Complete, BOCC concurrency requested via email, nop objections.
6.2	Start case management approach for development projects for at a minimum type 2 and type 3 applications	a			Yes	County administrator approves implementation. Managers develop basic handoff process for briefings. Development of detailed processes underway by managers.

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7.9	Increase consistency and fairness of building code interpretations via education, enforcement and communication	a			Yes	Administrator authorizes staff to proceed.
6.10	Revise county code to authorize workflow efficiency recommendations	p			Yes	Implementation paper withdrawn. Staff wants to reassess the recommendations.
6.5	Study feasibility of giving the Director some approval authority currently vested in the hearing examiner. Use the hearing examiner for appeals only.	p			Yes	Implementation paper withdrawn. Staff wants to reassess the recommendations.